



The Foundation Examination

Sample Foundation Examination
Paper 2 version 4.0

Multiple Choice

Instructions

1. All 75 questions should be attempted.
2. There are no trick questions.
3. All answers are to be marked on the original examination paper.
4. Please use a pen to mark your answers with either a \surd or X.
5. You have 1 hour for this paper.
6. You must get 38 or more correct to pass.

Candidate Number:

1. Which role does PRINCE2 say cannot be delegated?

- a) Project Assurance
- b) Project Board Member
- c) Project Support
- d) Team Manager

2. New versions of the Project Plan are produced at the end of each stage to reflect updated information in three of the four areas listed below. Identify which option does NOT belong to the Project Plan.

- a) Any agreed changes in circumstances
- b) Any revised forecast of cost
- c) Benefits already achieved
- d) Progress already made

3. The decision on whether a project's solution will be contracted to third parties is recorded in a specific PRINCE2 management product? Select the correct one from the following options.

- a) Project Approach
- b) Project Brief
- c) Project Plan
- d) Project Quality Plan

4. In which of these processes is the Business Case updated?

- a) *Controlling a Stage*
- b) *Directing a Project*
- c) *Initiating a Project*
- d) *Managing Product Delivery*

5. What does PRINCE2 suggest may assist in the ultimate acceptance of the project?

- a) Agreeing the quality criteria for a product with the customer
- b) Establishing tolerance levels
- c) Defining Follow-on Action Recommendations
- d) Identifying risks associated with a plan

6. Which individual role is ultimately accountable for the project?

- a) Executive
- b) Project Manager
- c) Senior Supplier
- d) Senior User

7. Who is responsible for the project producing a result that is capable of achieving the benefits defined in the Business Case?

- a) The entire Project Board
- b) The Executive
- c) The Project Manager
- d) The Senior User

8. Which PRINCE2 management product would record the identification of the chairman of a quality review?

- a) Project Initiation Document
- b) Project Plan
- c) Project Quality Plan
- d) Stage Plan

9. Which of the following quality measures is covered in the process *Initiating a Project*?

- a) By whom each product will be tested
- b) How quality will be achieved
- c) When each product will be tested
- d) All of three of these options

10. In terms of configuration management what are described as the assets of a project?

- a) Business benefits
- b) Plans
- c) Products
- d) Resources

11. Which of the following PRINCE2 management products is NOT created during the PRINCE2 process model?

- a) Project Brief
- b) Project Initiation Document
- c) Project Mandate
- d) Project Plan

12. Which process plans when and how to assess achievement of the expected benefits of a project?

- a) *Closing a Project*
- b) *Directing a Project*
- c) *Planning*
- d) *Starting up a Project*

13. If a product were to be changed, in which order would the following occur?

- 1) A Work Package is created or amended
- 2) The Project Board approve the change
- 3) Raise a Project Issue
- 4) A new version of the product is created

- a) 1,2,4,3
- b) 2,3,4,1
- c) 3,1,2,4
- d) 3,2,4,1

14. What provision in *Planning* can be made for implementing Requests for Change?

- a) A change budget
- b) Adding a contingency margin to estimates
- c) Contingency plans
- d) Project and stage tolerances

15. Which option is NOT part of the Project Initiation Document?

- a) Communication Plan
- b) Business Case
- c) Project Mandate
- d) Project Quality Plan

16. On behalf of whom do any appointed Project Assurance jobs assure the project?

- a) Corporate Management
- b) One or more members of the Project Board
- c) Project Manager
- d) Team Manager

17. Which statement most accurately reflects the reason for an Exception Assessment in PRINCE2?

- a) A meeting for the Project Board to approve (or reject) an Exception Plan
- b) The Project Board meets to consider an Exception Report
- c) The Project Manager delivers a progress report to the Project Board as a confidence boost
- d) The Project Manager reviews and revises the Risk Log with those with assurance roles

18. If a product is to be changed, what else must also pass through change control?

- a) The Product Breakdown Structure containing the product
- b) The Quality Log entry for the Product
- c) The relevant Product Description
- d) The Stage Quality Plan containing the product's check

19. As part of sub-process *Assessing Progress* the Project Manager would look at which of the following?

- 1) Checkpoint Reports
- 2) The Business Case
- 3) The Quality Log
- 4) Work Package status

- a) 1,2,3
- b) 1,2,4
- c) 1,3,4
- d) 2,3,4

20. Which of the following is an input to the Project Board with a request to authorise the project?

- a) Initiation Stage Plan
- b) Project Brief
- c) Project Initiation Document
- d) Project Mandate

21. What is the first task in Product-Based Planning?

- a) Creating a Product Breakdown Structure
- b) Creating a Product Checklist
- c) Creating a Product Description for the final product
- d) Creating a Product Flow Diagram

22. Which one of these is NOT a Project Issue?

- a) Annotation of minor errors on a quality review product
- b) Record of some current or forecast failure to meet a requirement
- c) Request to change the specification of requirements
- d) Suggestion to improve a project product

23. Which role is suggested might act as scribe to a quality review?

- a) Project Assurance
- b) Project Support
- c) Reviewer
- d) The review chairman

24. What does PRINCE2 say must drive the project?

- a) Business Case
- b) Project Brief
- c) Project Initiation Document
- d) Project Mandate

25. Which phrase applies to the user representative in a PRINCE2 project management team?

- a) May need to use both in-house and external teams to construct the final outcome
- b) Provides representation from the business viewpoint
- c) Represent those who will be impacted by the outcome
- d) Will provide the funding

26. Which process covers overall direction and decision-making of the project?

- a) *Controlling a Stage*
- b) *Directing a Project*
- c) *Managing Product Delivery*
- d) *Managing Stage Boundaries*

27. What is NOT a fundamental principle behind the process *Managing Product Delivery*?

- a) The process offers a controlled break between Project Manager and product creation/provision by third party suppliers
- b) Before a Work Package is allocated to a team, there should be agreement with the Project Manager on what is to be delivered
- c) Whatever the type of project, the actual task of creating the required products needs to be managed
- d) Work only commences and continues with the consent of the Team Manager

28. For which plans is the Product-Based Planning technique recommended?

- a) All levels of plan
- b) All levels of plan except the Exception Plan
- c) Project and Stage Plans only
- d) Stage Plans only

29. The appointment of which of these roles is optional?

- a) Executive
- b) Project Manager
- c) Senior User
- d) Team Manager

30. Which of the following statements concerning tolerances is FALSE?

- a) Separate tolerance figures should be given for time and cost.
- b) The Project Board has absolute discretion to set new tolerances at Project and Stage Plan levels whenever it wishes to whatever levels it wishes.
- c) The two standard elements to tolerance are time and cost
- d) Tolerance is the permissible deviation from plan without bringing the deviation to the attention of the next higher authority.

31. Which of the following does NOT occur as part of sub-process *Assessing Progress*?

- a) Checking the Configuration Item Records to ensure all products are completed
- b) Collect feedback on recent quality checks
- c) Review of the Quality Log
- d) Update the Stage Plan with actuals to date

32. Which process ensures that all the project's products have been approved and handed over to the customer?

- a) *Closing a Project*
- b) *Controlling a Stage*
- c) *Directing a Project*
- d) *Managing Stage Boundaries*

33. Who does PRINCE2 say may re-evaluate the priority of a Request for Change after impact analysis?

- a) The Author
- b) The Project Board
- c) The Project Manager
- d) The Team Manager

34. Which report does the Project Manager receive on a regular basis?

- a) Checkpoint Report
- b) End Stage Report
- c) Exception Report
- d) Highlight Report

35. What does PRINCE in the acronym PRINCE2 stand for?

- a) PROjects IN CHANGING ENVIronments
- b) PROjects IN CLOSED ENVIronments
- c) PROjects IN COMMON ENVIronments
- d) PROjects IN CONTROLLED ENVIronments

36. “A means of proposing a modification to the current specification of a product” is a definition of which of the following?

- a) Concession
- b) Request for Change
- c) Exception Plan
- d) Off-Specification

37. In preparing for a quality review, who should distribute a copy of the product and its Product Description to the reviewers?

- a) Producer
- b) Project Manager
- c) Scribe
- d) Team Manager

38. What are described as “the backbone of the management information system required for any project”?

- a) Control points
- b) End stage assessments
- c) Highlight Reports
- d) Plans

39. Which PRINCE2 technique helps to ensure that all personnel affected by a product have the same understanding of the product’s purpose?

- a) Change Control
- b) Configuration Management
- c) Product-Based Planning
- d) Quality Review

40. If there were a need to know what the precise content of an old version of a product was, what part of PRINCE2 would most help us?

- a) Configuration Management
- b) Issue Log
- c) Stage Plan
- d) Work Package

41. The initial Project Plan is based on the Project Approach, the Project Brief, and which other PRINCE2 management product?

- a) Project Initiation Document
- b) Project Mandate
- c) Project Quality Plan
- d) Communication Plan

42. What is a concession?

- a) A contract to a third party
- b) An allowance above and beyond tolerance levels
- c) An error found in a quality review which is not corrected
- d) An Off-Specification accepted by the Project Board without corrective action

43. Complete the following sentence: The majority of PRINCE2 controls are described as...?

- a) ...Ad hoc
- b) ...Event-driven
- c) ...Technique-based
- d) ...Time-driven

44. Which PRINCE2 management product should regularly include the budget and schedule impact of changes?

- a) Checkpoint Report
- b) Exception Report
- c) Highlight Report
- d) Lessons Learned Report

45. What time-driven control ascertains the status of team members' work?

- a) Checkpoint Report
- b) End Stage Report
- c) Exception Report
- d) Highlight Report

46. What plan identifies quality responsibilities for the project?

- a) Project Plan
- b) Project Quality Plan
- c) Stage Quality Plan
- d) Team Plan

47. In which process does the Project Manager ask the Project Board where the authority for making change lies?

- a) *Initiating a Project*
- b) *Starting up a Project*
- c) *Planning*
- d) *Controlling a Stage*

48. Apart from the Issue Log, what else is updated by the sub-process *Examining Project Issues*?

- a) Business Case
- b) Lessons Learned Log
- c) Risk Log
- d) Stage Plan

49. Closure of the project can only be authorised in one process. Which one?

- a) *Closing a Project*
- b) *Directing a Project*
- c) *Initiating a Project*
- d) *Managing Stage Boundaries*

50. Which of the following assesses what management processes worked well and what went badly?

- a) Business Case review
- b) End Stage Report
- c) Follow-on Action Recommendations
- d) Lessons Learned Report

51. What does PRINCE2 suggest is a direct input to the Project Quality Plan?

- a) ISO 9001
- b) Stage Quality Plan
- c) The supplier quality policy
- d) Customer quality expectations

52. What name is given to the review that checks that the configuration management process is being done to a standard?

- a) Product Status Account
- b) Configuration audit
- c) Quality Review
- d) Quality Assurance

53. Who might receive completed products before the Team Manager reports that the Work Package has been completed?

- a) The Configuration Librarian
- b) The Customer
- c) The Project Board
- d) The User

54. In the suggested filing system, where is the Risk Log kept?

- a) Each stage file
- b) Project file
- c) Quality file
- d) Specialist file

55. When are assignments to quality review roles identified?

- a) When planning the Configuration Management Plan
- b) When planning the Project Quality Plan
- c) When planning the relevant Stage Plan
- d) When planning the Project Approach

56. Which of these is NOT a specific objective of an end stage assessment?

- a) Perform a risk analysis and management review of the project
- b) Review the next Stage Plan against the Project Plan
- c) Review the tolerances set for the next Stage
- d) Revise the Project Mandate

57. Defining the stages of a project is fundamentally a process of balancing a number of parameters. Which one of the following is NOT one of the parameters?

- a) How far ahead in the project it is sensible to plan
- b) The availability of the project board for progress meetings
- c) Too many small stages versus too few big ones
- d) Where the key decision points need to be on the project

58. In which sub-process of *Controlling a Stage* is the Risk Log updated?

- a) Assessing Progress
- b) Capturing Project Issues
- c) Examining Project Issues
- d) Reporting Highlights

59. Which step is part of “Accepting a Work Package”?

- a) Monitor and control the risks associated with the Work Package
- b) Produce a Team Plan which shows that the Work Package can be completed within the constraints
- c) Update status information to under development in any affected Configuration Item record
- d) Update the Stage Plan with actuals

60. Which output of the process *Closing a Project*, would give an evaluation of the management performance of the project?

- a) Configuration Audit
- b) End Project Report
- c) Follow-on Action Recommendations
- d) Post-Project Review Plan

61. In the PRINCE2 document management structure, how many major types of file are recommended?

- a) Three – plans, risk and quality
- b) Three – project, stage and quality
- c) Just the Quality File
- d) One per Project Issue

62. To which process are these objectives referring?

- 1) Define how the project quality will be achieved
- 2) Ensure that the investment of time and effort required by the project is justified
- 3) Plan and cost the project
- 4) Provide the baseline for the decision making process required during the project's life

- a) *Controlling a Stage*
- b) *Initiating a Project*
- c) *Planning*
- d) *Starting up a Project*

63. The following appears on the cover sheet of a PID: 'Version 1. 3 Draft'. Which Component of PRINCE2 would be responsible for this entry?

- a) Change Control
- b) Configuration Management
- c) Controls
- d) Quality in a Project Environment

64. When should an initial examination of a Project Issue be performed?

- a) As soon as it is logged
- b) At end stage assessment
- c) At the next execution of the sub-process, *Reviewing Stage Status*
- d) On a weekly basis

65. In addition to the normal steps of a quality review an extra one, “quality review planning” is recommended. In which process does PRINCE2 suggest that this step should be done?

- a) *Controlling a Stage*
- b) *Initiating a Project*
- c) *Planning*
- d) *Starting up a Project*

66. Complete the following sentence: Quality management is ...

- a) ...the creation and maintenance of a quality system
- b) ...the establishment of the objectives and requirements for quality
- c) ...the means of ensuring that products meet the quality criteria
- d) ...the process of ensuring that the quality expected by the customer is achieved

67. What should be reviewed as part of preparing a Work Package?

- a) Project Board authorisation to proceed
- b) The appropriate Product Descriptions
- c) The Issue Log
- d) Timesheets

68. The person operating the configuration management method is called

- a) Configuration Librarian
- b) Project Assurance
- c) Quality reviewer
- d) Stakeholder

69. Which of the following statements is NOT true? Project Managers using PRINCE2 are encouraged to ...

- a) ...ensure resource commitment from management is part of any approval to proceed
- b) ...establish terms of reference as a prerequisite to the start of the project
- c) ...provide brief reports to management at regular meetings
- d) ... use a defined structure for delegation, authority and communication

70. The Quality File has seven divisions. Five of these are for customer's quality expectations, Project Quality Plan, Configuration Management Plan, Configuration Item Records and Quality Inspection products. Which of the following is another one?

- a) Acceptance Criteria
- b) Off-specifications
- c) Specialist products
- d) Stage Quality Plans

71. Which process covers the work required of people who may not be using PRINCE2?

- a) *Directing a Project*
- b) *Managing Product Delivery*
- c) *Managing Stage Boundaries*
- d) *Starting up a Project*

72. It would be chaotic to have the people who are working on the project starting activities whenever they think fit. What product does PRINCE2 use to control this?

- a) Checkpoint Report
- b) Project Issue
- c) Risk Log
- d) Work Package

73. What element of PRINCE2 provides “an objective measurement for management progress control”?

- a) Checkpoint Report
- b) End Stage Report
- c) Highlight Report
- d) Quality Review

74. What environment does PRINCE2 assume?

- a) A Customer/Supplier environment
- b) A fixed-price contract
- c) A specialist environment
- d) A third-party environment

75. Which of the following options is NOT one of the four responsibilities that the Project Board has towards the management of risk?

- a) Ensuring that risks are identified, recorded and regularly reviewed
- b) Making decisions on recommended reactions to risk
- c) Notifying the Project Manager of any external risk exposure to the project
- d) Striking a balance between levels of risk and potential benefits